### I. Call to Order

Chairman Alex Vispoli called the Special Meeting of the Board of Selectmen to order at 7:00 P.M. in the Selectmen's Conference Room in Town Offices. Present: Chairman Alex Vispoli-Y and Selectmen Brian Major-Y, Mary Lyman-Y and Dan Kowalski-Y. Selectman Salafia arrived after the meeting opened. Also present: Town Manager Reginald S. Stapczynski and Human Resource Director Candace Hall. The meeting was duly posted and cablecast live.

## II. Opening Ceremonies

### A. Moment of Silence/Pledge of Allegiance

Chairman Vispoli led the meeting in a Moment of Silence followed by the Pledge of Allegiance.

### III. Town Accountant

Chairman Vispoli said tonight's discussion regarding the Town Accountant position was to re-visit and identify why there wasn't a more experienced pool of candidates who applied for the position.

HR Director Candace Hall said candidates with the caliber of experience the Board is looking for generally migrate into the private sector. In her conversations with several Human Resource Directors and from the analysis conducted, it is clear there is not an abundance of candidates in Massachusetts. The summary of comparable communities provided by Ms. Hall showed the base salaries of like positions with some communities coupling the position differently as to who the Town Accountant reports to. The original model in Andover is a solo manager with a unique role and responsibility, reporting to the Board of Selectmen. Candace pointed out that the salary has to be adjusted up for the position in Andover to entice higher caliber candidates. She also suggested that the Board should also look at the talent of staff within its own organization who are more qualified than candidates who applied and consider piggybacking the position with another Department Head (i.e. Finance Director).

The Board listed key characteristics they would look for in a candidate which included: knowledge of Munis, experience working with managers, experience with an equivalent sized organizational budget, Massachusetts finance experience, contract administration experience, BA/BS in accounting/MBA preferred, team player, confidence, excellent communication skills, sound ethics-high integrity and supervisory and leadership experience with the top three requirements being Munis experience, ethics-high integrity and experience working with management.

Next steps: Schedule an Executive Session for a strategy discussion for a personal services contract and to have Candace Hall conduct internal conversations reporting back to the Board.

### IV. Goal Setting Workshop

The Town Manager and Board strategized on goals for the next twelve months. John Fenton from the Economic Development Council was present and stated the EDC strongly encourages fast-tracking of approvals for fees and permits, looking at the parking program and accelerating the redevelopment of the Town website.

The building projects to be prioritized include the Ballardvale Fire Station, Andover High School renovations, Town Yard, and the Early Childhood Center.

#### <u>Customer Service</u>

The Town Manager talked about Customer Service, his number one goal for this year. He shared information from his visit to Somerville where they developed a call center with a 311 system to connect with residents, answer complaints, collect data, and the development of a matrix to measure activity as well as training staff and Department Heads on responding to citizen requests on day-to-day issues.

The outcome of this goal would be a customer service policy (update of the existing policy). The Town Manager was directed to layout his vision for the next twelve months to include a training program and to reach out to the Department Heads for input.

- 1. <u>Permitting Approval Process:</u> Included under the Customer Service Goal is the goal to improve the permitting approval process (industrial/commercial/residential). Each of the Town Boards should place this item on their agenda to provide information on the approval process for permits from their departments and report back to the Town Manager with ideas on how the process can be improved.
- 2. <u>Parking:</u> Conduct a study from a customer service perspective for residents as well as downtown businesses.
- 3. <u>Website</u>: Redesign of the Town website and the development of a voice over IP phone system.

#### **Building Project:**

The Board and Town Manager discussed building projects and through a prioritization process arrived at the decision that the Town Yard is their number one priority. The goal for the Town Manager is to provide options for the least costly method to replace the current Town Yard, to look for opportunities to relocate elsewhere in town, on Town property, include dual-multiple locations and possible outsource opportunities. If rebuilding on the current site, temporary structures during rebuilding process will be needed.

The other building projects were prioritized in the following order: Ballardvale Fire Station, Andover High School Renovation Project, and lastly the Early Childhood Center.

## V. Other Business:

Selectman Salafia reported on his meeting with the Preservation Commission sharing that the Commission voted to approve the plaque to be placed at the Town House in memory of James Doherty which will be installed within the next eight weeks. The additional memorial includes lettering over the stage to be applied after the Town House is updated and the area above the stage repainted. The Commission wants to see the height of the letters and schedule a site walk. Once the Town House is updated, the lettering completed and plaque installed, a dedication ceremony will be scheduled.

Selectman Salafia also reported that the Town owns a scissor lift which can be used to hang the banners across Main Street.

# VI. Adjournment

At 9:10 P.M. on a motion by Selectman Lyman and seconded by Selectman Major, the Board unanimously voted to adjourn the Special Meeting of December 10, 2013.

Respectfully submitted,

Dee DeLorenzo Recording Secretary

Documents: Summary of Responses on Town Accountants in Comparable Communities